

SECRET

Approved For Release 2002/08/26 : CIA-RDP78-03090A000300020001-5



OTR BULLETIN

JANUARY 1968



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IN THIS ISSUE

Changes in the OTR course schedule are noted on page 2 and also on pages 8 through 13 of the OTR calendar.

A detachable sheet for your use in requesting OTR publications is on page 5.

The first in a series of articles on Executive Order 11348 begins on page 25.

The Office of Communications training program is described on pages 23 and 24.

An article on Programmed Instruction begins on page 27.

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BULLETIN BOARD

OTR
INTELLIGENCE
BRIEFING
COURSE

The Intelligence Briefing Course will be given on Monday and Wednesday mornings for the four weeks of 4 through 27 March. The course is open to professionals in the Agency, with preference given to those who have briefing responsibilities. It will probably be given at 1000 Glebe although circumstances may require it be given at the Headquarters Building.

The Intelligence Briefing course consists of instruction in and practice of the basic techniques of intelligence briefing. The methods of instruction are seminar discussion of briefing objectives and problems, preparation and delivery of assigned briefings, and class and instructor critiques of performance. At least two of the briefings will be video-taped.

The basic briefing techniques studied and practiced are platform techniques, audience and occasion analysis, substantive organization, coherence and clarification devices, design and use of briefing notes, design and use of visual aids, answering questions, and briefing-team techniques.

Briefing assignments are tailored to the areas of specialization and responsibility of the individual members of the class. This course is designed primarily for individuals who have briefing responsibilities.

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CHANGES IN
SCHEDULED
COURSES

Your attention is directed to recent changes
in the following OTR courses:

CS Records I, II, III
Soviet Bloc Operations
JCS/DIA Briefing
Chiefs of Station Seminar - April course
added.

OTR
SCHEDULE
AVAILABLE

Additional copies of OTR's Schedule of Courses,
January to June 1968, are available on request.
Training Officers should call the Registrar's
office, [REDACTED]

25X1

NEW
SENIOR OFFICER
IN OTR

[REDACTED] has recently joined
the Office of Training as Chief of the Plans
and Management Staff.

25X1A

NEW COVERAGE
IN
FIELD FINANCE
AND LOGISTICS
COURSE

With the course beginning on 29 January 1968,
Field Finance and Logistics will be broadened
to include instruction in personnel matters
and certain aspects of physical security as
applied in the field. The instruction will
include personnel contracts, fitness reports,
field reassignment questionnaires, employee
benefits and services, application of leave
and employee emergencies. The security
portion of the instruction will include changing
of safe combinations, correction of simple
malfunctions of safekeeping equipment, and
destruction techniques.

ADDITIONAL
PREREQUISITE FOR
CI
FAMILIARIZATION
COURSE

CS Records I is required and CS Records II
is strongly recommended for attendance at
the Counterintelligence Familiarization
Course. See OTR's Special Bulletin [REDACTED]
dated 27 December 1967 for details.

25X1

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SELF-IMPROVEMENT
OF YOUR
READING SPEED

Just a reminder that the Language Laboratory, Room 1 D 1605, has two Craig Speed Reading Machines available for your immediate use. These specially designed machines will assist you in improving your reading speed and overall comprehension and retention of what you have read. Accompanying each machine is a set of simple operating instructions and a package of 20 lessons offering a total of 48 different subjects to test your progress. The equipment allows you to automatically scan on a line-by-line basis each paragraph that appears on the viewing screen. Then, after each line has been viewed, the equipment permits you to view the paragraph in its entirety to test your progress. A workbook is provided to each user to record answers to questions based on the lessons. Your Language Laboratory is open for your use from 0800 - 1730 hours, Monday through Friday.

NEW CSC
TRAINING
CENTER

A Communications and Office Skills Training Center has been established in the Civil Service Commission. The Center is intended to assist in meeting the needs for communications and secretarial-clerical training in the Federal Government.

It's programs will be announced from time to time in the OTR Bulletin.

LANGUAGE
TESTING
SCHEDULE

The OTR Language School conducts language proficiency tests to update input to the Agency's Language Qualifications Register. The tests are for employees who have claimed a foreign language proficiency but have never been tested, and for employees with a tested proficiency at less than native level but whose test was more than three years ago. Training Officers arrange tests for employees by contacting the Language School, directly.

Tests in French and German are given at Headquarters and may be scheduled on the following dates:

French: Jan. 23, 24, 25, 26
Feb. 6, 7, 8, 9, 20, 21
Mar. 12, 13, 14, 15, 25, 27, 28, 29

German: Jan. 24, 26, 31
Feb. 2, 7, 9, 14, 16, 21, 28
Mar. 1, 6, 8, 13, 15, 20, 22, 27, 29

Tests in Spanish are given at both Headquarters and Arlington Towers and may be scheduled on the following dates:

At Headquarters: Jan. 23, 30
Feb. 6, 13, 20, 27
Mar. 5, 12, 19, 26

At Arlington Towers: Jan. 25
Feb. 1, 8, 15, 29
Mar. 7, 14, 21, 28

Tests in Chinese, Greek, Italian, Japanese, Polish, and Russian are given at Arlington Towers and may be scheduled as required.

Tests in other languages may be arranged if they are requested.

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OTR PUBLICATIONS

To update the distribution lists for OTR publications on training, please complete this form and return it to the editor of the OTR Bulletin.
(Return the page folded in thirds, and tape sealed; the form becomes a self-addressed envelope.)

* * *

1. Name or position title of the person to whom the publications are to be addressed: _____.

2. Mailing address for the publication is: _____.

Publication	Number of Copies
OTR Bulletin	_____
OTR Special Bulletin	_____
OTR Catalog	_____
OTR Schedule of Courses	_____
*National War College Lecture	_____
*Industrial College of the Armed Forces Lecture Series	_____

* * *

Remarks:

_____ Signature	_____ Date	_____ Office	_____ Telephone extension
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*Unclassified, Mimeographed announcement

Editor, OTR Bulletin
Room 832
1000 North Glebe Road

CLERICAL
TRAINING
AND
TESTING

COURSES

OTR's refresher courses in typewriting and shorthand will be given:

12 February - 8 March

18 March - 12 April

Before taking either course, or both, an employee is required to take a preliminary test or tests given by the Clerical Training Faculty (CTF). The results are used to determine the level of the course the employee should take. These tests are given on Wednesday, typewriting at 9:30 a.m. and shorthand at 10:30 a.m. Dates for the preliminary tests in the above courses are:

7 February

13 March

Submission of a Form 73 to AIB/RS for refresher training is all that is required to initiate testing. Training Officers are notified directly by CTF as to time and place to report for tests.

QUALIFICATION TESTS

The CTF gives the Agency's tests in typewriting and shorthand to employees who want to qualify as typists and stenographers. Training Officers or Personnel Officers must arrange registration directly with CTF, before 5 p.m. the Thursday immediately preceding the desired Monday testing. Qualification tests in both typewriting and shorthand are given on the same morning, typewriting at 9 a.m. and shorthand at 10:30 a.m. CTF notifies Training Officers or Personnel Officers of the results of the tests.

Tests will be given on: 22 January,
5 February, 26 February,
11 March, 1 April, 15 April

Applicants report to Room 416, Ames Building.

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OTR CALENDAR

JANUARY

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

ADP Orientation	30 Jan - 1 Feb
Advanced Management (Planning)	(Sun) 14 - 19 Jan
Challenge of Worldwide Communism (for CTs)	29 Jan - 14 Feb
China Familiarization	22 - 26 Jan
CIA Review	9 Jan
Clerical Refresher	8 Jan - 2 Feb
Communist Party Organization and Operations	29 Jan - 16 Feb
Counterintelligence Operations	29 Jan - 16 Feb
CS Records II	29 Jan - 2 Feb
Field Finance and Logistics	29 Jan - 16 Feb
Information Reporting, Reports, and Requirements	8 - 26 Jan
Intelligence Techniques (for CTs)	29 Jan - 14 Feb
Introduction to Communism	(Tues) 2 - 12 Jan
Introduction to Intelligence	15 - 26 Jan
Introduction to Map Reading and Imagery Analysis (for NPIC)	(Wed) 3 - 19 Jan
Languages (Full time and part time)	(Tues) 2 Jan (begin)
Managerial Grid (for GS-14s)	(Sun) 28 Jan - 2 Feb
Midcareer Executive Development	(Sun) 28 Jan - 8 Mar
Supervision	22 - 26 Jan
Operations Familiarization	(Tues) 2 - 26 Jan
Operations, Phase I	(Tues) 2 Jan - 29 Mar
Operations, Phase II	8 Jan - 8 Mar
Operations Support	8 - 26 Jan
Soviet Bloc Operations	22 Jan - 2 Feb
Vietnam Area	15 - 19 Jan
Vietnam Station Orientation	23 - 25 Jan
Writing Workshop (Intermediate) (for and at NPIC)	(Tues) 2 - 19 Jan
Orientation for Overseas	3 - 4 Jan

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FEBRUARY

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Administrative Procedures	5 - 9 Feb
ADP Orientation	27 - 29 Feb
<div></div>	5 - 20 Feb
Challenge of Worldwide Communism (for CTs)	14 Feb - 1 Mar
Chiefs of Station Seminar	5 - 16 Feb
China Operations	26 Feb - 8 Mar
CIA Review	13 Feb
Clandestine Services Review	19 Feb - 1 Mar
Clerical Refresher	12 Feb - 8 Mar
Counterintelligence Familiarization	19 Feb - 1 Mar
Effective Speaking (for and at NPIC)	14 Feb - 24 Apr
Information Reporting, Reports, and Requirements	26 Feb - 15 Mar
Information Reports Familiarization	12 - 16 Feb
Intelligence Techniques (for CTs)	14 Feb - 1 Mar
Introduction to Intelligence	12 - 23 Feb
Management (GS-11 - GS-14)	12 - 16 Feb
Operations Support	26 Feb - 15 Mar
Orientation for Overseas	6 - 7 Feb

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MARCH

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31						

Administrative Procedures	25 - 29 Mar
Advanced Management (Planning)	(Sun) 17 - 22 Mar
Challenge of Worldwide Communism (for CTs)	18 Mar - 5 Apr
CIA Review	12 Mar
Clerical Refresher	18 Mar - 12 Apr
Counterintelligence Operations	18 Mar - 5 Apr
[REDACTED]	(Sun) 10 - 13 Mar
CS Records I	4, 6, 8, Mar
CS Records II	18 - 22 Mar
CS Records III	11 - 12 Mar
Field Finance and Logistics	18 Mar - 5 Apr
Information Reports Familiarization	25 - 29 Mar
Intelligence Briefing	4 - 27 Mar
Intelligence Production (for CTs)	4 Mar - 3 May
Intelligence Techniques (for CTs)	18 Mar - 5 Apr
Introduction to Communism	4 - 15 Mar
Introduction to Intelligence	25 Mar - 5 Apr
JCS/DIA	13 - 14 Mar
Languages (Common)	4 Mar (begin)
[REDACTED]	4 - 22 Mar
Operations, Phase II	4 Mar - 3 May
Orientation to Intelligence (for CTs)	4 - 15 Mar
Soviet Bloc Operations	18 - 29 Mar
Support Services (for CTs)	11 Mar - 3 May
Support Services Review: Trends and Highlights	5 - 8 Mar
Vietnam Area	11 - 15 Mar
Vietnam Station Orientation	19 - 21 Mar
Orientation for Overseas	5 - 6 Mar

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APRIL

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Administrative Procedures	15 - 19 Apr
ADP Orientation	2 - 4 Apr
Basic Country Survey: USSR	22 Apr - 3 May
Chiefs of Station	8 - 19 Apr
China Familiarization	8 - 12 Apr
CIA Review	9 Apr

25X1C

Clerical Refresher	22 Apr - 17 May
CS Desk Orientation (for CTs)	1 - 12 Apr
CS Records I	29 Apr - 1 & 3 May
CS Records II (for CTs)	4 - 12 Apr
Counterintelligence Familiarization	22 Apr - 1 May
Information Reporting, Reports, and Requirements	8 - 26 Apr
Intelligence Review	15 - 26 Apr
Introduction to Communism	8 - 19 Apr
Introduction to Map Reading and Imagery Analysis	15 Apr - 1 May
Managerial Grid (for GS-14s)	(Sun) 21 - 26 Apr
Midcareer Executive Development	(Sun) 28 Apr - 7 June
Operations Familiarization	8 Apr - 3 May
Operations Support	29 Apr - 17 May
Politics Workshop	(Sun) 21 - 24 Apr
Supervision	15 - 19 Apr
Support Services Review: Trends and Highlights	30 Apr - 3 May
Vietnam Area	22 - 26 Apr
Vietnam Station Orientation	20 Apr - 2 May
Orientation for Overseas	2 - 3 Apr

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MAY

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Advanced Management (Planning)	(Sun) 19 - 24 May
Challenge of Worldwide Communism	6 - 24 May
China Operations	13 - 24 May
CIA Review	14 May
Clandestine Services Review	27 May - 7 June
Clerical Refresher	27 May - 12 June
Counterintelligence Operations	6 - 24 May
CS Records II	20 - 24 May
CS Records III	6 - 7 May
Field Finance and Logistics	6 - 24 May
Information Reports Familiarization	13 - 17 May
	20 - 24 May
Intelligence Techniques (for CTs)	6 - 24 May
Introduction to Intelligence	20 - 31 May
Languages (Common and all part-time)	6 May (begin)
Management (GS-11 - GS-14)	6 - 10 May
Operations, Phase I (double track)	27 May - 23 Aug
Senior Management Seminar	(Sun) 12 - 17 May
Soviet Bloc Operations	27 May - 7 June
Writing Workshop (Basic) (for and at NPIC)	27 May - 7 June
Orientation for Overseas	7 - 8 May

JUNE

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30						

ADP Orientation	11 - 13 June
Administrative Procedures	3 - 7 June
	24 - 28 June
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Chiefs of Station Seminar	10 - 21 June
CIA Review	11 June
Counterintelligence Familiarization	17 - 26 June
	(Sun) 9 - 12 June
Information Reporting, Reports, and Requirements	10 - 28 June
Intelligence Research Techniques (for NPIC)	3 - 14 June
Intelligence Production (for CTs)	3 June - 2 Aug
Introduction to Communism	3 - 14 June
	3 - 21 June
Support Services (for CTs)	3 June - 26 July
Support Services Review: Trends and Highlights	4 - 7 June
Vietnam Area	10 - 14 June
Vietnam Station Orientation	18 - 20 June
Writing Workshop (Basic)	18 June - 11 July
Writing Workshop (Intermediate)	17 June - 10 July
Orientation for Overseas	4 - 5 June

25X1C

25X1A

25X1A

OTR COURSES Scheduled on OTR Calendar

Administrative Procedures (1 wk - all day)

For clerical employees who support the CS at headquarters. Covers the organization, functions, procedures, and regulations of the Agency. Emphasis is on the CS.

ADP Orientation (3 days - all day)

For users and potential users of computer services within the Agency. A general orientation on automatic data processing is provided.

Advanced Management (Planning) (1wk - all day)

For senior officers of the Agency. The accent will be on concepts of planning, directing, and controlling. It will include an orientation in programming.

25X1C



Basic Country Survey: USSR (2 wks - all day)

For employees whose work requires a basic and comprehensive knowledge of the Soviet Union. A brief study of Tsarist Russia and developments since the Communist seizure of power.

Challenge of Worldwide Communism (3 wks - all day)

For Career Trainees. The historical development of the USSR and Communist China is reviewed, together with an examination of the doctrine, organization, and operations of the communist movement throughout the world.

25X1



China Familiarization (1 wk - all day)

For professional employees. Covers survey of mainland China's geography, history, economic factors, and its role in foreign affairs. Provides introduction to the Chinese language, including pronunciation.

China Operations (2 wks - all day)

(A program for CS officers involved in activities related to the China target is being developed. A description will be published when available.)

CIA Review (1 1/2 hrs - morning)

For all returnees from the field. Covers recent developments affecting the Agency's organization and mission at the NSC, USIB, and Agency levels. Includes the security reindoctrination lecture.



Clandestine Services Records I (Introduction) (3 days - M W F - part time)

For all levels of CS personnel. The CS Records System: input, maintenance and retrieval methods, and the disposition, disposal and destruction of records. A prerequisite for CS Records II and III and to CI Familiarization, CI Support and CI Operations. Enrollment limited to 40.

Clandestine Services Records II (Biographic Research) (1 wk - part time)

For all levels of CS personnel. Principles, techniques and specific procedures used in exploiting the records of the Agency and other resources for biographic information. Enrollment limited to 25.

Clandestine Services Records III (Records Officers Briefing) (2 days - part time)
Completion of this course is one of the requirements to qualify as a CS Records Officer. A review of operational factors and relationships upon which decisions are made to destroy or retain CS operations records; to amend, index or file elements; or to desensitize documents or files. Enrollment limited to 20.

Clandestine Services Review (9 days - all day)

For CS officers who have recently returned from overseas assignment. Covers the organization and function of the directorates, the CS in detail. Enrollment limited to 40.

Clerical Refresher (4 wks - morning)

For clerical employees seeking to improve accuracy and to develop speed in either shorthand or typewriting. Separate instruction may be taken in either skill.

Communist Party Organization and Operations (3 wks - morning)

For professional employees. Covers organization and activities of communist parties, with emphasis placed on those in countries in which they are not dominant.

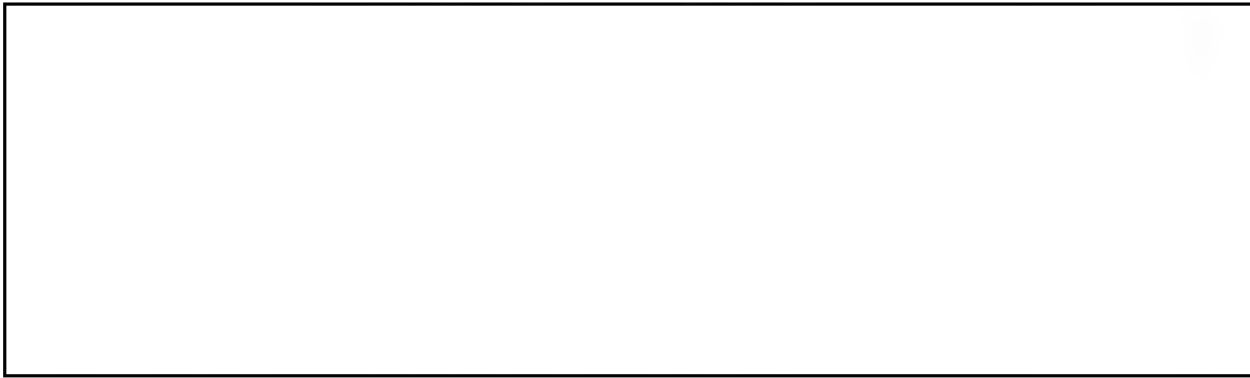
Counterintelligence Familiarization (8 days - all day)

For Agency personnel who need knowledge of the essential elements of counterintelligence but who are not expected to be CI operations officers, and for personnel who will support CI operations. Covers both U.S. and Agency policy and doctrine for CI, as well as basic tactics. CS Records I is a prerequisite for CS personnel. CS Records II is strongly recommended. Enrollment is limited to 20.

Counterintelligence Operations (3 wks - all day)

For CS officers who will plan, manage, and engage in CI operations in the field or who will guide and support CI programs and operations in the field from Headquarters. Emphasis is placed on the identification and selection of CI targets and the organization and implementation of CI operations in the field. Enrollment limited to 10.

25X1A



Effective Speaking (12 wks - one morning a week)

For professional personnel. Covers principles of speaking as they relate to oral presentation. Includes a lecture on selection and use of graphic aids.

Field Finance and Logistics (3 wks - all day)

For operational support assistants and support officers required to maintain budgetary, financial, and property records at a Class B, C, Type II, or Type III Station.

Information Reporting, Reports, and Requirements (3 wks - all day)

For CS employees required to report intelligence information. Covers official policies and procedures for completing a report as well as practical exercises. Enrollment limited to 10.

Information Reports Familiarization (1 wk - all day)

For CS employees assigned as junior reports officers or those assigned to type CS reports and intelligence cables. Enrollment limited to eight.

Intelligence Production (9 wks - all day)

For Career Trainees. Provides specific training in and familiarization with various techniques and skills required to produce intelligence.

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Intelligence Research Techniques (2 wks - all day)

For analysts. Covers each stage of the research process from the origin of an intelligence research topic to writing a skeletal report. A research project is used as a practical exercise.

Intelligence Review (2 wks - all day)

For middle-grade and senior officers who have been in the Agency at least five years. Covers the Agency's development under the central intelligence concept, recent organizational developments to meet current and future responsibilities, changes in functions of the intelligence community, problems of coordination, and future trends in intelligence.

Introduction to Communism (2 wks - all day)

For professional employees at EOD. Covers historical development of the USSR and Communist China and the doctrine, organization and operations of the Communist movement. (Part II of Intelligence Orientation Course.)

Introduction to Intelligence (2 wks - all day)

For professional employees at EOD. Covers concepts of intelligence, the intelligence agencies of the U. S. Government, and the Agency's responsibility for collection, production, and dissemination of intelligence. Includes discussion of the fundamentals of American beliefs and practices. (Part I of Intelligence Orientation Course.)

Introduction to Map Reading and Imagery Analysis (8 days - spread over
3 wks - all day)

For professional employees who need to be able to use maps effectively and to do simple photographic interpretation. There is equal emphasis on map reading and photographic interpretation. Other types of imagery analysis are introduced.

JCS-DIA Orientation (2 days - all day)

A semi-annual orientation on CIA by the Agency's senior officials for selected officers and civilians of the JCS, DIA, and the military services.

Management (1 wk - all day)

For officers in Grades GS-11 through GS-14. Examines current thinking in managerial style as it relates to communication, employee motivation, and work performance. Exercises in team-action problem-solving are used throughout to provide students an opportunity to apply the concepts and principles covered.

Managerial Grid (1 wk - all day)

For selected middle-level officers. The Managerial Grid concept of classifying leadership and managerial styles is examined. Personal managerial styles are analyzed through team and individual exercises designed to permit the understanding of the managerial styles of others to serve as a means of diagnosing problems which prevent effectiveness at any organizational level. Priority will be given to individuals whose supervisors have completed the Grid.

Midcareer Executive Development (6 wks - all day - 240 hrs)

For designated midcareerists. Covers the activities of components of the Agency, the U. S. Government in its international setting, and problems of management, also includes the Managerial Grid. Admission requires Training Selection Board action.



25X1C

Operations Familiarization (4 wks - all day)

For Career Trainees and for CS and non-CS officers whose responsibilities in support of operations require adequate familiarization with functions of the case officer and with the programs and operations of the Clandestine Services.

Operations Support (3 wks - all day)

For CS employees with assignments overseas which will require their supporting the operational activities of CS officers in the field. Covers name checks, dispatch and cable writing, records maintenance, and tradecraft familiarization. Enrollment limited to 30.

Orientation for Overseas (2 days - all day)

For employees (and dependents) assigned to an overseas post for the first time. Covers the Agency's mission and functions, security, cover, legal and medical advice, and effective working relationships with people of other cultures.

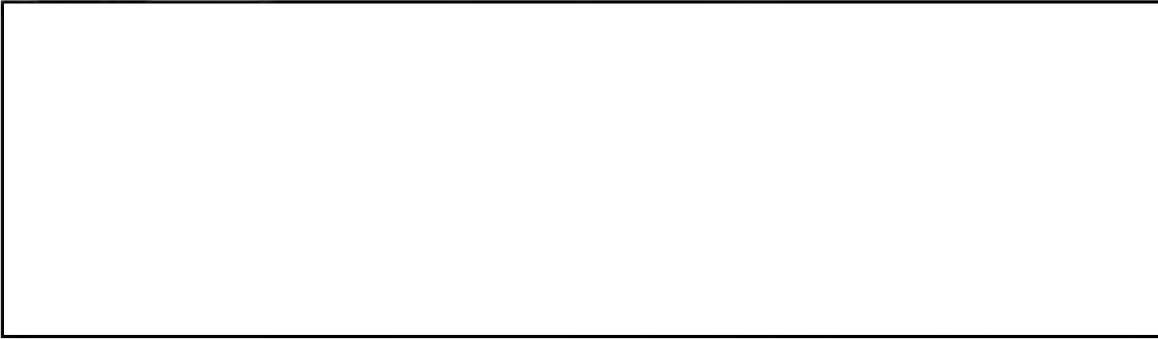
Orientation to Intelligence (2 wks - all day)

For Career Trainees. Introduces the concepts of intelligence, the structure of the U. S. intelligence community and its relationship to the policy level of Government, and the responsibilities of the Agency for collection, production, and dissemination of intelligence.

Project USEFUL (1 wk - all day)

For U. S. military officers (field grade and above) and civilians in the military (GS-13 and above). Includes functions and capabilities of the Agency to support the military and the support CIA requires of the military.

25X1C



Program for Representatives at Senior Officers Schools (3 days - all day)

Given annually for Agency representatives selected by the TSB for attendance at Senior Officers Schools. Updates on significant developments affecting the Agency; includes instruction in techniques of briefing and in conducting seminars; provides an opportunity to meet recent senior officers school graduates and senior officials of the Agency.

Senior Management Seminar (1 wk - all day - starts Sunday p.m.)

For GS-15's and above. Features the Managerial Grid. Selection by Senior Training Officers. Conducted by contract instructor.

Soviet Bloc Operations (2 wks - all day)

For CS officers and intelligence assistants. Provides an orientation on the special nature of the Soviet Bloc as a CS target. Required for those preparing for field assignments in which substantial time will be devoted to the Soviet Bloc target. Headquarters employees engaged in activities against the Soviet Bloc will be admitted on a space-available basis.

Supervision (1 wk - all day)

For employees in grades GS-5 through GS-10 who have supervisory responsibilities. Explores current thinking on the role of the supervisor in terms of personal behavior, responsibility for subordinates, and organizational and individual needs. Provides materials and a setting for experiencing and examining interteam and intrateam skills and activities.

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Support Services (8 wks - all day)

For Career Trainees assigned in the Support Services. Acquaints students with organization and mission of various Support Services components. Emphasis is on training for field assignments. Includes the Grid.

Support Services Review: Trends and Highlights (3 1/2 days - at WTC)

For professional Support Services employees GS-9 through GS-15. Emphasizes significant trends and developments within the Agency's support activities, and includes presentations on ADP, records management, and planning, programming, and budgeting.

Vietnam Area (1 wk - all day)

For employees whose work is related to Vietnam. Covers the geography, history, and social structure of Vietnam, relevant aspects of peasant life and religion as well as attitudes and values, and politics and administration. Within this framework, examines nationalism, colonialism, communism, and basic developmental problems. Considers the current scene and, in particular, the role of the United States. Introduces the Vietnamese language. Lecturers are drawn from other Government units and universities, as well as from the Agency.

Vietnam Station Orientation (3 days - all day)

For all personnel preparing for assignments in Vietnam. A familiarization on the Agency's mission and programs in the area, with a view to increasing capabilities for planning, supporting, and conducting operations.

Writing Workshop (Basic) (4 wks - morning - Tues & Thurs)

For professional employees. (Non-professionals may attend under certain circumstances.) Covers basic principles of grammar and rhetoric, and elements of sentence construction and paragraph structure.

Writing Workshop (Intermediate) (4 wks - morning - Mon & Wed)

For professional employees. (Non-professionals may attend under certain circumstances.) Covers principles of good writing, including clarity, accuracy, and logic.

OFFICE OF COMMUNICATIONS

Its training program described

The Director of Communications shall, according to []
"Provide, in cooperations with the Director of Training, for training
of selected employees in technical phases of electronic communications
including the use of radio, teletypewriter, cryptographic systems, and
other communications equipment, systems procedures, and means."

25X1A

25X9

The Office of Communications has operated a training facility
since 1951. Nearly [] have received training during
the intervening years. During FY 1967, [] are train-
ed as well as 83 individuals from other components of the Agency
and 8 from the Department of State.

25X9

At the present time the school is staffed by twenty-six instructors
and offers 45 different courses. The courses offered vary in length
from a three day "Recorder Maintenance Course" to a twenty-five
week course which prepared newly hired radio operators for assign-
ments to radio stations in the Agency's world wide communications
network. Other major courses prepare the Office of Communications
cryptographers and maintenance technicians for their duty assignments.

The ever-increasing complexity of communications equipment
necessitates recurring training for communications personnel through-
out their careers. A considerable portion of the OC training effort
is given to this type of training.

Although most of the courses are intended for employees of the
Office, there are twelve courses that are primarily for personnel
from other components of the Agency. These are all cryptographic
courses which prepare individuals for assignments to offices, bases
or stations where the number of messages generated is not sufficient
to warrant the services of a full-time OC cryptographer. The
cryptographic courses require from one week for a simple crypto-
graphic system of relatively restricted use up to five weeks for a
course that qualifies an individual in a machine cryptographic system
employed at certain bases and stations throughout the world.

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Although cryptographic training may sound interesting and perhaps a bit "cloak and daggerish" to be uninitiated, it is a precise repetitive type of work that quickly disenchant many students. When this happens the length of the various cryptographic courses is frequently questioned. Students will claim that they have learned the mechanics of the cryptographic systems and that the drills and practice making up much of the training time are unnecessary. The length of courses is also questioned when other training must be fitted into an individual's processing schedule before departure for his new post. Sponsors of such individuals are reminded that the Director of Communications is responsible for the integrity of the Agency's electrical communications. He must be absolutely certain that all Agency cryptographers meet the communications security standards of the National Communications Security Board, the National Security Agency and those peculiar to the Central Intelligence Agency. These communications security standards require not only the correct employment of a cryptographic system but also the proper storage, accounting and safeguarding of cryptographic material and equipment. Repetitive demonstration of an individual's knowledge of cryptography and communications security is required before the Director of Communications is assured that an individual is competent to assume responsibility as an Agency cryptographer.

Schedules for cryptographic courses are furnished to Training Officers on request. Scheduling is coordinated with the Office of Training so as to be compatible with the OTR courses most often attended by personnel being assigned to small stations or bases.

Requests for cryptographic training are submitted on Form 104, "Request for Staff Cryptographic Training." Training Officers should consult with the Communications Training Officer, Extension before submitting the request to insure that the requested course will meet the current requirements of the individual's post of assignment.

EXECUTIVE ORDER 11348

In 1958 the Government Employees Training Act (GETA) was passed "to provide a means for keeping key employees well abreast of scientific, professional, technical, and management developments both in and out of Government." The Act was implemented in 1959 by Executive Order 10800. In 1967, both the Executive and Legislative Branches of the Federal Government published studies on the progress of training government employees under GETA. Both the "Report of the Presidential Task Force on Career Advancement" and the "Report Covering Effectiveness of Implementation of the GETA," prepared by a subcommittee of the Committee on Post Office and Civil Service, U. S. House of Representatives, found GETA, as amended, to appropriately allow for needed training and education programs for professional, administrative and technical employees. The Task Force recommended that the President issue an Executive Order which "established basic policy for improvement of the public service through maximum exploitation of better training and education, taking into account productive new practices in industry and Government." Executive Order 11348, signed 20 April 1967 was the result which among other things revoked EO 10800 of January 15, 1959.

The new Executive Order expands the role of responsibilities of the Civil Service Commission for planning and promoting the development, improvement, coordination, and evaluation of training performed in accordance with GETA. The Commission was additionally charged with "providing leadership and guidance to insure that the policy set forth in section 102 (Executive Order) is carried out." This policy as set forth in the Executive Order states "It is the policy of the Government of the United States to develop its employees through the establishment and operation of progressive and efficient training programs, thereby improving public service, increasing efficiency and economy, building and retaining a force of skilled and efficient employees, and installing and using the best modern practices and techniques in the conduct of the Government's business.

The Executive Order requires that "the head of each agency shall plan, program, budget, operate and evaluate training programs in accordance with the GETA and with the policy set forth

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in section 102 of this order." Other key responsibilities of each agency head include: a) encourage self-development by employees; b) develop and use agency facilities for training; c) use interagency training programs where appropriate; e) regularly determine training requirements to bring about more effective performance at the least possible cost; f) establish training facilities and services as needed; g) establish criteria for the selection of employees for training; h) after consideration of advice of the Department of State, designate a foreign government or international organization or instrumentally of either as eligible to provide training.

In subsequent issues of the OTR Bulletin we will discuss the Presidential Task Force Report and the Congressional Committee's Report.

PROGRAMMED INSTRUCTION

IS . . .

the name given to any of several techniques that differ in certain ways but share three basic characteristics: (1) the teaching material is designed to involve the student actively in the process of learning; (2) the material provides immediate systematic feedback to the student, feedback that is informative and rewarding; and (3) the material is tested and revised until it demonstrates that it does teach successfully.

The term "program" designates a carefully arranged sequence of teaching material consisting of information, questions and exercises designed to encourage active participation by the student at each step of the learning process. In working through a program the student does the following or some approximation of it: (1) He reads a unit of information or studies a picture, chart or display. (2) He makes a response to the material. His response may entail answering a question by filling in a blank or blanks in a sentence; by selecting a multiple-choice alternative; or by composing a sentence, a paragraph, or in some programs an essay. (3) He is shown the correct answer so that he may compare his own answer to it. (4) He moves on to the next item when he is prepared to do so, in other words at his own pace, insofar as such self-pacing is feasible or desirable in his particular educational setting.

The way of learning is not new. The programs themselves are new, however, for they are developed in special ways, ways often quite different from the development of textbooks and workbooks. Good programs are always written with highly specific objectives in mind--that is, they are designed to teach the student to do clearly specified jobs when he is finished--because such objectives make it possible to test whether the program is successful. During the writing each program is systematically tested and revised until it can be shown to do what it was intended to do.

The differences among program formats, styles and even philosophies of programming are sometimes a source of confusion, but in fact they can be put to advantageous use because they provide the teacher with an array of techniques for doing different kinds of teaching jobs. The teacher's problem is to select the programming techniques that suit his or her requirements best.

To help in making such selections, the major program types will be described here briefly, but the selection of programmed materials should always depend finally on the results of trying them out. More will be said about this procedure at the end of the booklet.

Essentially, there are two major types of programs, referred to as "linear" and "intrinsic." In terms of format, a linear program usually consists of constructed responses: the student must compose an answer, whether it is one word, a sentence, a paragraph or a diagram. An intrinsic program usually uses the multiple-choice format--the student selects an answer from an array of possibilities. Intrinsic programs also make extensive use of branching sequences. Most common branches usually consist of a single item explaining why a particular answer was incorrect; they may also be loops or sets of items designed to clear up misunderstandings or to review material with which the student has had difficulty. In some programs they are intended to provide enrichment material to the student who is learning quickly.

An example of a linear program is shown in a series of frames from an OTR program designed to teach application of per diem.

39. The next step is learning how to compute per diem for a trip that is less than 24 hours long.

A rule for short trips is, 'when travel occurs between the hours of 0600 and 2000 the travel period must be over 10 hours in length before per diem can be claimed.'

For example: You flew to New York City for the day, leaving National Airport, Washington, D.C. at 0900 and returning at 1500 the same day.

How many hours were you in a travel period? _____. 6 hours

40. You counted the hours from 0900 to 1500 and found that the travel period was only 6 hours long. Can you claim per diem? _____ no

(continued on next page)

41. Let's say that you flew to New York City another day, leaving National Airport at 0900 hours, returning to Washington at 2130.

How many hours long is this travel period? _____ 12 1/2 hrs

Are you eligible to claim per diem? _____ yes

42. Maybe the reasoning behind the restriction of per diem payment is that most travelers will be able to eat breakfast at home before 0600 and if they return by 2000 they will probably eat their evening meal at home.

This leaves lunch as the only possible item of personal expense and it really isn't an unusual one since most people have their noon meal away from where they live.

Do you think having breakfast before 0600 is too early? _____ Most people do.

43. There is a further allowance for people who must begin a trip very early (before 0600) or who complete a trip very late (after 2000). When either of these conditions exists, the traveler needs to be away only 6 hours or more in order to claim per diem.

Let's assume that you left Washington, D. C. by air at 1700 for a meeting in New York City. The meeting was over quickly and you were back in Washington by 2130.

Can you claim per diem? _____ No. The travel period was only 4 1/2 hours long.

44. On the other hand, let's assume that the evening meeting in New York City, mentioned in the preceding item, lasted much longer and you didn't get back to Washington until 2345.

How many hours were you in a travel period? _____ 6 3/4 hrs

Can you claim per diem? _____ yes

An example of an intrinsic program is contained in the four frames of a Programmed Introduction to Probability.

3.3

If A is true, then a is.....

- | | |
|--|----------|
| a) False. | See 3.4A |
| b) True. | See 3.4B |
| c) Sometimes true and sometimes false. | See 3.4C |

3.4

3.4A Your answer is that if A is true, then a is false. You are correct. If A is true, then a, which means "not A" cannot be true. For example, it cannot both be raining and not raining in the same place at the same time. See 3.5.

3.4B Your answer is that if A is true, then a is true. You are not correct. Consider the following example:

A = Mary is in my car.

a =

If A is known to be true, then can a also be true? Return to 3.3. Do not look at answers A and C until you have made your own choice of which is correct.

3.4C Your answer is that if A is true, then a is sometimes true and sometimes false. You are not correct. We are not yet discussing probabilities. It is given in this question that A is definitely true. Return to 3.3. Do not look at answers A and B until you have made your own choice of which is correct.

3.5

The expression (Aa) is.

- | | |
|--|----------|
| a) Always true. | See 3.6A |
| b) Always false. | See 3.6B |
| c) Sometimes true and sometimes false. | See 3.6C |

3.6

3.6A Your answer is that (Aa) is always true. You are incorrect. Consider, for example, the following case:

A = The switch is closed.

a =

Aa =

Notice that in order for a combined statement, such as

(continued)

(AB) or (Aa), to be true, both parts must be true.
See 3.5.

- 3.6B Your answer is that (Aa) is always false. You are correct. You have correctly seen that in order for a combined statement, such as (AB) or (Aa), to be true, both parts must be true. Since both A and a cannot be simultaneously true, (Aa) must always be false. Turn to page 3.7.
- 3.6C Your answer is that (Aa) is sometimes true and sometimes false. You are incorrect. Notice that for a combined statement, such as (AB) or (Aa), to ever be true, both parts must be true. See 3.5.
-

Format differences, however, are not the most important distinction between linear and intrinsic programs. More and more linear programs use multiple-choice responses and branches where they are appropriate. The basic distinction between the types of programs is the approach to teaching. Intrinsic programs generally provide less guidance to the student: he deals with relatively large blocks of information and is given a remedial step when he makes an error. In linear programs the material is sequenced so that the student's responses are most likely to be correct, at least during the early stages, and immediate feedback is provided throughout. Proponents of linear programming believe that exposing a student to incorrect answers may increase the likelihood that he will learn them, and also that repeated failure will actively discourage him from learning.

The relative effectiveness of linear versus intrinsic programs depends on both the subject matter of the programs and the students for whom they are intended. There are far more linear (though not necessarily purely linear) programs available and this suggests that they may have a wider applicability than intrinsic programs. In a sense they do, for they can be effectively used to teach basic educational skills and fundamentals particularly to students whose motivation is demonstrably not very high or to students who are fearful of the subject matter. It is not accidental that so many linear programs have been prepared in the areas of mathematics and science, for these areas are often trouble spots in the process of education, and linear programs have shown themselves to be particularly useful in these areas.

The results of program use to date suggest that linear materials are particularly effective in introducing new subject matter and in providing remedial instruction. Intrinsic programs seem well suited to providing enrichment and to instructing relatively mature, well motivated students. Students in the latter group prefer the challenge of

larger blocks of material, and many of these students have the study skills to do well with such material. Younger (elementary school) students and those whose study skills are less well developed often find linear programs rewarding; the same can be said about students who have had relatively little success with more traditional educational materials. These students, whether they are inattentive, poorly motivated, or slow to grasp, generally find linear programs effective and react positively to them.

25X1 (Editor's Note: [] who authored the article, conducted a training seminar in instructional programming in January 1967 for twelve instructors in the Office of Training.)

Foreign Language Study

The Modern Foreign Language Association of America has compiled an interesting profile of colleges and universities which offer the various tongues of the world.

. . . It is particularly interesting to note that out of 2,207 junior colleges, colleges and universities which were canvassed, 1,933 of them now offer foreign languages ranging from French to Xhosa.

. . . Latin, known in some circles as the dead language, was found to be offered by 626 institutions. Students totalling 37,921 were taking the Latin language on the undergraduate level, while 1,667 of them were doing graduate work.

. . . Aside from the popular languages which are taught at leading institutions throughout the country there are some others which appear interesting and are beneficial to the students such as:

Vietnamese: Cornell, Univ. of Washington, Yale.

Tagalog: California at Los Angeles, Cornell, Univ. of Hawaii, State Univ. of New York, College of Home Economics at Cornell, Yale.

Serbo-Croatian: California at Berkeley, Univ. of Chicago, Columbia, Cornell, Florida State Univ., Indiana Univ., Univ. of Michigan, Univ. of Minnesota, Univ. of North Carolina at Chapel Hill, Ohio State Univ., Univ. of Pittsburgh, Portland State Coll., Princeton, Univ. of Texas, Univ. of Washington, Univ. of Wisconsin at Madison.

NON-AGENCY TRAINING

This section of the OTR Bulletin includes information on selected non-CIA courses or programs related to the professional development of Agency employees. Attendance may be sponsored by the Agency provided participation can be linked directly to the employee's assignment. Agency sponsorship must be approved through the Training Officer who will submit a Form 136, "Request for Training at Non-Agency Facility" (June 1966 Revision), for each course. Applications of overt employees are sent directly to the Registrar's office; those for non-overt employees are sent to CCS/Ops Serv/DDP first, then to the Registrar. Notification by the Registrar of approval of the application is required before registration procedures are initiated.

For additional information on the courses in this section or on other external training, call the OTR Registrar's office,
On matters of registration call R/TR's office, ext:

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NOTE:

If an individual is attending a non-Agency course or program at his own expense, he is required to send a written request for approval through his office to the Director of Security. For specific details

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INTERAGENCY TRAINING PROGRAMS

Civil Service Commission

EXECUTIVE ORIENTATION IN PPB

13 - 15 March

1900 E Street, N. W.

For managers and staff specialists in grade GS-14 or above. This three-day program provides an introduction to the fundamental principles underlying the planning, programming, and budgeting system. It is intended to explain what PPBS is, its economic principles, the general methods and techniques used, what the President and the Bureau of the Budget want to achieve through PPBS, and recent experience in nondefense agencies in using the system. Cost: \$50.

PLANNING, PROGRAMMING, BUDGETING SEMINAR

4 - 22 March

University of Maryland

8 - 26 April

College Park, Md.

A 3-week residence course for personnel directly involved in the PPBS operations such as programmers and budget people, and those line managers at upper and middle levels who will be using the system as an aid to decision making. The course is designed to achieve three essential objectives: (1) Provide a grasp of the underlying economic base of program budgeting; (2) Provide a working knowledge of the structure and functioning of the planning, programming, and budgeting system as set forth in the Bureau of the Budget's Bulletin 66-3 with particular emphasis on the long range planning aspects of that system, and (3) Introduce sophisticated quantitative approaches to management planning and control, and improve ability to communicate intelligently with expert quantitative analysts. (No economics or mathematics background is required for successful participation.) Cost: \$300. Cost covers tuition, books and supplies.

COST/BENEFIT WORKSHOP

25 - 29 March

1900 E Street, N. W.

Applicants should be actually engaged in analysis involving cost benefit calculations or in a management position where a working knowledge of B/C analysis is important. Applicants below grade GS-11, or equivalent, will be considered only in unusual circumstances. The course is designed to provide the maximum amount of participation in actual analysis and a minimum amount of philosophy consistent with understanding. Topics to be covered include: PPBS requirements, Overview of B/C Analysis, Introduction to Systems Analysis, Definition of Objectives and Selection of Benefit Criteria, Scenario Development, Model Building, Analytical Procedures, Benefit Calculations, Cost Estimations, and Cost Benefit Calculations. Cost: \$165.

Civil Service Commission (cont)

EXECUTIVE SEMINAR IN INTERAGENCY MANAGEMENT INFORMATION
SYSTEMS

1 - 2 April

1900 E Street, N. W.

For career executives, GS-15 and above or equivalent. Designed to explore the development of information systems for communities of agencies which have common major categories of information requirements. These communities include among others the research and development community, the foreign affairs community, and the economic opportunity community. The discussion will focus on positive steps already taken or recommended to speed the development of compatible systems for effective information flow and exchange among agencies. Cost: \$90.

EXECUTIVE WORKSHOP IN ADP SYSTEMS ANALYSIS

22 - 24 April

1900 E Street, N. W.

For executives, GS-15 and above who need to have a fuller understanding of the basic concepts and techniques of digital computer systems analysis. Participants will learn by practice how a systems analyst handles the design of a computer application from the first step of problem definition through the phases of project scheduling, systems analysis, systems design, program design, program production, development of man/machine interfaces, system testing, and systems implementation. Cost: \$135.

EXECUTIVE WORKSHOP IN ADP PROGRAMMING

4 - 8 March

1900 E Street, N. W.

For career executives, GS-15 and above (or equivalent) who want and need to have a fuller understanding of the basic concepts and techniques of digital computer programming. The teaching effort will be directed toward the "doing" by each individual participant. The workshop is a condensed, fast-moving course with most of the available time devoted to technical details. The culmination of the week's activity will be the writing of a computer program which will be tested, debugged, and run on a computer. Cost: \$150.

PRINCIPLES AND PRACTICES OF AUDITING IN THE ADP SYSTEMS
ENVIRONMENT

23 March - 12 April

1900 E Street, N. W.

29 April - 12 May

For Federal auditors, GS-09 and above or equivalent with at least one year of Federal auditing experience. This 3-week program is designed to provide participants with an understanding of the impact of ADP

(continued)

Civil Service Commission (cont)

PRINCIPLES AND PRACTICES OF AUDITING IN THE ADP SYSTEMS
ENVIRONMENT (continued)

on auditing. It will enable auditors to communicate meaningfully with ADP specialists by familiarizing them with the techniques and methods which are generally applicable to the audit of ADP systems. Cost: \$160.

ADVANCED SYSTEMS TECHNOLOGY FOR ADP SYSTEMS ANALYSTS
25 - 29 March 1900 E Street, N. W.

For digital computer systems analysts who require non-sales oriented, state-of-the-art information about the effects on systems analysis of the latest developments in computer technology. Among the topics discussed will be: (a) implications for the systems analysts of the newest multi-use computers; (b) methodology for redesigning, modifying or expanding existing systems; (c) machine compatibility and conversion problems; (d) total systems concepts (design, costs, limitations, etc.); (e) study of on-going real-time and time-sharing systems; (f) developments in input and output devices. Cost: \$160.

FIELD WORK PROGRAM IN ADP SYSTEMS ANALYSIS
10 April - 29 May 1900 E Street, N. W.
(Program begins with a half-day session which is followed by seven full-day sessions at weekly intervals on Wednesdays.)

For persons serving in management fields or programs at the GS-9 level and above, and who are preparing for or are affected by ADP systems. This program supplements the ADP Systems Analysis Seminar which is a prerequisite for this course. It is an advanced course to provide a more extensive understanding or a fuller working knowledge of systems analysis and design than other courses offer. It is designed to provide an actual opportunity to engage in ADP systems study. Participants will have to complete substantial amounts of study between the weekly sessions. Cost: \$125.

SYSTEMS WORKSHOP FOR COMPUTER SPECIALISTS
Phase I, Basic Concepts, 18 - 22 March 1900 E Street, N. W.
Phase II, Advanced Applications, 6- 24 May

For computer specialists, digital computer programmers preparing for systems analysis work, newly assigned systems analysts with programming experience, or others with programming experience who need a working knowledge of systems analysis techniques.

(continued)

Civil Service Commission (cont)

SYSTEMS WORKSHOP FOR COMPUTER SPECIALISTS (continued)

A comprehensive four-week, two-part basic training program in the ADP Systems Development Process. The objective is to teach programmers and others with programming experience the fundamental concepts and skills of computer systems analysis for management oriented applications. The goal is to produce "junior" analysts who can do systems work under the minimal guidance of experienced analysts.

Phase I defines the requirements of the job and how these requirements fit into the total systems development process. From a broad look at the whole process, the student is drawn to the identification of specific techniques and their use by the analyst. Emphasis is on the relationship of the analyst to the "user", to management, to programming functions, and to data processing operations.

Phase II trains the new analyst in the basic skills and techniques of the art. Case problems are related to lecture points which bring out specific systems design techniques, following the general sequence presented in the first phase.

Entire course, \$500; Phase I only, \$160; Phase II only, \$375.

MIDDLE MANAGEMENT INSTITUTE

22 - 26 April

1900 E Street, N. W.

For persons serving in management fields or programs, GS-11 to GS-14 or equivalent. This institute will provide a broad view of Government operations and the functions of management as an updating and review for the experienced manager or an introduction for the new manager. The Institute is built around core subject-matter of the functions of management: Planning, controlling, organizing, staffing, communicating, directing, and decision making. Guest speakers and small group workshops are the methods of presentation. Cost: \$60.

SHORT COURSES FOR SCIENTISTS AND ENGINEERS

The tentative schedules of short courses for scientists and engineers for 1968 for both the University of California, Los Angeles, and for the University of Michigan are on file in the Office of Training, Registrar Staff, Admissions and Information Branch. The UCLA folder lists only the titles, dates and fees, but the University of Michigan announcements give, in addition, a short description of each course. Detailed brochures of each course are received throughout the year well in advance of the registration date and will be available on request. For further information or to indicate your requirements please call

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Civil Service Commission (cont)

MATHEMATICS FOR MANAGERS

2 April - 18 June

1900 E Street, N. W.

(Class will meet one day each week in two 3-hour segments, from 2:00 to 5:00 p.m. and from 6:00 to 9:00 p.m. for a total of 66 classroom hours.)

For career executives, GS-14 and above or equivalent. No foundation in mathematics beyond high school algebra is necessary for meaningful participation. A compact but comprehensive survey of those quantitative tools and techniques which are of importance to the Federal executive. Serving as either a refresher in or an introduction to the major divisions of contemporary applied mathematics, the course covers algebra, trigonometry, analytic geometry, calculus, vectors, matrices, set theory, logic, Boolean algebra, probability, statistics, the mathematics of operations research, and other appropriate topics. Cost: \$250.

EXECUTIVE MANAGEMENT PROGRAMS

The M. I. T. Program for Senior Executives

September 1968

Endicott House, M. I. T.
Dedham, Mass.

For career executives, GS-15 and above or the equivalent. Age requirement for applicants is between 38 and 50 years.

This is a nine-week residence program of seminar-discussions, substantial reading assignments, and a client-consultant relationship with the faculty of the Sloan School of Management. The program is concerned with the qualitative and quantitative analysis of managerial decision-making under conditions of constant change and uncertainty. Developments in quantitative methods of analysis are offered as new concepts and not as vocational tools to be mastered and applied. The participant learns about new ways of tackling old problems, and, after he has returned to his firm, he may become motivated to seek out the new skills and tools required to implement his new knowledge.

The program is designed and organized around four core areas: (1) the measurement, planning, and control of costs and of financial resources - accounting, controllership, and financial management; (2) the study of a number of changing forces at work in the economy and their influence on business decisions; (3) new insights into and knowledge about individual and organizational behavior; (4) a deeper understanding of the nature of the power and responsibility exercised in management. Cost: Approx. \$3500. This includes tuition, all instructional materials, accommodations, and all meals.

Executive Management Programs (cont)

Columbia University - Graduate School of Business
Executive Program in Business Administration

5 May - 15 June

Arden House, the
Harriman Campus of
Columbia University,
New York

For career executives, GS-15 and above or the equivalent. This concentrated program offers senior executives an opportunity to develop new insights into the knowledge, skills and attitudes required to meet administrative problems at the top-management level. Six mornings a week are devoted to the study of various aspects of business and its environment. Case studies of actual business situations are used extensively. Four afternoons a week are devoted to talks by businessmen, labor leaders, government officials, and other distinguished guests. Informal interchange of ideas with individual faculty members and fellow participants. The program is organized to provide maximum opportunity for the benefits of informal talks.

Program content includes, but is not limited to, the following: creativity in problem solving; short and long-range planning; translating behavioral insights into effective action; decentralization and use of staff; foreign trade; foreign policy and the rising expectations of disadvantaged peoples; and many other topics specifically keyed to the executive in a changing and dynamic world. Cost: \$2350. This includes tuition; all instructional materials, accommodations, meals, and gratuities.

This course will also be offered in a summer session (23 June - 3 Aug) and a fall session (11 Aug - 21 Sept).

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